

Rockford Public Schools Strategic Plan

2008 - 2011

Board of Education

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School Climate

1. All schools will have a continuous improvement process in place, to provide a safe educational environment, where all students have an equal opportunity to learn.

a. **STRATEGY STATEMENT:** Develop, implement, and evaluate protocols and programs to improve safety and security in each building.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Develop protocols and programs to improve safety and security in each building	08/01/08	06/30/09	Principals Operations Department
2	Implement the strategies to improve safety and security in each building	07/01/09	06/30/10	Principals Operations Department
3	Evaluate the effectiveness of the strategies and revise as necessary	07/01/10	06/30/11	Principals Operations Department

1. All schools will have a continuous improvement process in place, to provide a safe educational environment, where all students have an equal opportunity to learn.

b. STRATEGY STATEMENT: Implement, evaluate, and revise behavior and development programs and procedures to ensure a more positive school climate.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Collect the information from all tier levels regarding current behavior and development programs	08/01/08	10/31/08	Community Outreach Department Principals
2	Develop strategies to improve school climate, behavior and development programming	09/01/08	11/30/08	Community Outreach Department Learning Support Services Principals
3	Implement strategies to improve school climate, behavior and development programming	01/01/09	06/30/09	Community Outreach Department Learning Support Services Principals
4	Assess and review programs	07/01/09	08/30/09	Superintendent's Cabinet
5	Provide regular reports to the School Board	09/01/08	Annually	Superintendent

1. All schools will have a continuous improvement process in place, to provide a safe educational environment, where all students have an equal opportunity to learn.

c. **STRATEGY STATEMENT:** Survey each stakeholder group annually to inform improvement processes.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Develop surveys to gain annual input on the perceived needs of the stakeholders	08/01/08	10/31/08	Community Outreach Department Principals
2	Survey staff, students and parents/guardians to determine perceptions of school climate	09/01/08	11/30/08	Community Outreach Department Principals
3	Provide regular reports to the School Board	9/01/08	12/31/08 Annually	Superintendent

1. All schools will have a continuous improvement process in place, to provide a safe educational environment, where all students have an equal opportunity to learn.

d. STRATEGY STATEMENT: Research, develop, and implement strategies and programs to increase parental involvement in their child's education.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Research successful strategies and programs to increase parental involvement in their child's education	01/01/09	06/30/09	Superintendent's Cabinet Research and Evaluation Parent Council
2	Develop proven strategies and programs to increase parental involvement in their child's education	07/01/09	08/31/09	Superintendent's Cabinet Parent Council
3	Educate the community on chosen programs	09/01/09	12/31/09	Superintendent Principals Parent Council
4	Implement the strategies and programs to increase parental involvement in their child's education	01/01/10	06/30/10	Principals Parent Council
5	Evaluate the effectiveness of the chosen programs and revise as necessary	07/01/10	06/30/11	Superintendent's Cabinet Research and Evaluation

1. All schools will have a continuous improvement process in place, to provide a safe educational environment, where all students have an equal opportunity to learn.

e. STRATEGY STATEMENT: Implement and evaluate all components of the 2001 task force report on attendance and truancy as updated by the 2008 status report.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Hire a Director of Attendance and Truancy Initiatives	09/01/08	10/06/08	Board of Education Superintendent's Cabinet
2	Assess the strategies contained in the task force report	10/01/08	Ongoing	Director of Attendance and Truancy
3	Implement the selected strategies	10/15/08	Ongoing	Director of Attendance and Truancy Principals Home School Counselors RAI Caseworkers United Way TIS
4	Evaluate and revise as necessary	11/01/08	Ongoing	Superintendent's Cabinet Director of Attendance and Truancy Principals Home School Counselors RAI Caseworkers United Way TIS
5	Report to the Board of Education on the effectiveness of the selected strategies	04/01/09	Ongoing	Superintendent Director of Attendance and Truancy

1. All schools will have a continuous improvement process in place, to provide a safe educational environment, where all students have an equal opportunity to learn.

f. STRATEGY STATEMENT: Utilize annual discipline committee meetings to analyze data regarding expulsions and strategize methods to reduce the incidence of expulsions.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the expulsion data to determine the most significant contributors to expulsions	03/01/09	04/15/09	Discipline Committee Members
2	Develop strategies to reduce the incidence of expulsions	03/01/09	04/15/09	Discipline Committee Members
3	Implement strategies to reduce the incidence of expulsions	08/01/09	06/30/10	Principals Assistant Principals
4	Provide training on non-violent intervention strategies	09/01/09	06/30/10	CPI Trainers
5	Evaluate and revise strategies as necessary	07/01/10	06/30/11	Superintendent's Cabinet Discipline Committee Members

1. All schools will have a continuous improvement process in place, to provide a safe educational environment, where all students have an equal opportunity to learn.

g. STRATEGY STATEMENT: Research, develop and implement a plan to improve nutritional offerings for students.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Research options to improve nutritional offerings for students	10/01/08	01/01/09	Food Service Department Research and Development Principals
2	Develop a plan to replicate best practices	01/01/09	06/30/09	Food Service Department Principals
3	Implement plans to improve nutritional offerings for students	07/01/09	06/30/10	Food Service Department Principals
4	Evaluate and revise as necessary	07/01/10	Ongoing	Superintendent's Cabinet Food Service Department Principals

Student Achievement

2. All schools will utilize the district curriculum and instructional methodology that support teaching and learning to increase the academic growth of all students, enhance the individual's commitment to education, and increase high school graduation rates.

a. STRATEGY STATEMENT: Research best practices to develop strategies for closing the academic achievement gap for all sub groups.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Ensure that Data Teams are established in each school and subject area	07/01/06	06/30/11	Principal
2	Establish guidelines for consistent implementation of Data Teams	10/01/08	06/30/09	Learning Support Services Principals
3	Provide ongoing basic and advanced training for Data Teams that addresses time management concerns, alternate meeting times and applied instructional strategies	07/01/09	06/30/11	Data Team Trainers
4	Data Teams will analyze data to determine areas of need and set realistic goals for achievement, i.e. SMART goals	10/01/08	06/30/11	Principals Site Based Teams
5	Data Teams will use ThinkLink results to focus instruction in areas of greatest need	10/15/08	06/30/11	Principals Teachers
6	Develop common alternative assessments	08/01/08	06/30/11	Learning Support Services Teachers
7	Provide teacher mentors	08/01/06	06/30/11	Research, Federal Programs and Grants
8	Analyze achievement data to focus professional development opportunities in addressing areas of greatest need	08/01/06	06/30/11	Learning Support Services Principals
9	Identify and remediate students' needs based on item analysis	07/01/07	06/30/11	Learning Support Services Principals Teachers

2. All schools will utilize the district curriculum and instructional methodology that support teaching and learning to increase the academic growth of all students, enhance the individual's commitment to education, and increase high school graduation rates.

b. STRATEGY STATEMENT: Evaluate and revise current counseling activities and procedures to strengthen student support.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess current practices and procedures of Rockford School District	10/01/08	02/01/09	Learning Support Services Principals
2	Research practices, procedures, and articulation of services offered by high achieving school districts	12/01/08	06/30/09	Learning Support Services Principals
3	Meet and review with building counselors and building administrators to determine the most effective and efficient current practices	12/01/08	06/30/09	Learning Support Services Principals
4	Develop a multi-faceted model that meets the needs of all students	07/01/09	06/30/10	Learning Support Services Principals
5	Staff development for counselors	07/01/10	09/01/10 Annually	Learning Support Services Principals
6	Implement the multi-faceted model with quarterly assessment	09/01/10	06/30/11	Learning Support Services Principals

2. All schools will utilize the district curriculum and instructional methodology that support teaching and learning to increase the academic growth of all students, enhance the individual's commitment to education, and increase high school graduation rates.

c. STRATEGY STATEMENT: Research possible funding sources and develop a list of priorities to implement additional academic courses and programs.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Analyze academic courses and programs currently being taught	11/01/08	03/01/09	Learning Support Services
2	Identify academic courses and programs to be considered for implementation	03/01/09	06/30/09	Learning Support Services
3	Prioritize courses and programs considered for implementation	07/01/09	10/30/09	Learning Support Services
4	Determine the financial impact for each initiative	11/01/09	12/31/09	Finance Department
5	Implement those initiatives that are academically sound and financially feasible	08/01/10	06/30/11	Learning Support Services
6	Evaluate effectiveness of new initiatives	06/01/11	06/30/11	Research, Federal Programs and Grants

2. All schools will utilize the district curriculum and instructional methodology that support teaching and learning to increase the academic growth of all students, enhance the individual's commitment to education, and increase high school graduation rates.

d. STRATEGY STATEMENT: Evaluate middle and high school curricula, maintaining successful components, while developing research-based program improvements for less successful components

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Implement professional development for Reading in the content areas	02/01/03	Ongoing	Learning Support Services Principals
2	Provide professional development for administrators at all levels in Reciprocal Teaching	03/01/08	Annually	Learning Support Services
3	Implement Reciprocal Teaching at all levels	09/01/05	Ongoing	Learning Support Services Principals
4	Provide professional development for administrators at all levels in Six Trait Writing	02/01/05	Ongoing	Learning Support Services
5	Implement Six Trait Writing at all levels	09/01/05	Ongoing	Learning Support Services Principals
6	Revise the exit plan for seniors	07/01/09	12/01/09	Learning Support Services Counselors
7	Implement an exit plan for seniors	09/01/10	Annually	Counselors
8	Evaluate curriculum implementation and instructional practices as they affect student achievement in middle and high schools	07/01/06	Annually	Learning Support Services Principals Data Teams
9	Implement initiatives of the Pre-Advance Placement (AP) Grant	07/01/08	07/01/11	Principals Middle School Teachers
10	Continual expansion of dual credit courses	08/01/99	Ongoing	Learning Support Services

2. All schools will utilize the district curriculum and instructional methodology that support teaching and learning to increase the academic growth of all students, enhance the individual's commitment to education, and increase high school graduation rates.

e. STRATEGY STATEMENT: Create and implement the Rockford Public High Schools' Redesign Project.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Analyze achievement data	07/01/06	Ongoing	Superintendent Assistant Superintendent Superintendent Principals
2	Research school within a school academies	01/01/08	06/01/09	Assistant Superintendent Curriculum Coordinators
3	Research alternative resources or strategies for students to access high school courses	03/01/08	03/01/11	Learning Support Services
4	Secure the services of a high school reform consultant	06/01/08	06/30/09	Superintendent RESPRO
5	Research and assess the need for high school reading courses	07/01/08	06/30/09	Learning Support Services
6	Involve all stakeholders in the process of identifying each high school's assets and obstacles to success	08/21/08	01/01/09	Principals Teachers
7	Create leadership team in each high school	08/21/08	10/20/08	Principals Teachers
8	Develop and implement a school improvement plan for each high school that includes elements of the High School Redesign Project	10/01/08	06/30/11	Principals SIP Coaches Teachers
9	Assess course offering needs of each high school	12/01/08	Ongoing	Learning Support Services Principals Counselors
10	Research the efficacy and feasibility of smaller high schools	01/05/09	01/05/10	Learning Support Services
11	Develop specific reading courses as needed	07/01/09	06/01/10	Learning Support Services
12	Implement specific reading courses as needed	07/01/10	07/01/11	Learning Support Services
13	Expand current school academy offerings	08/01/10	Ongoing	Director of Career Education Principals

2. All schools will utilize the district curriculum and instructional methodology that support teaching and learning to increase the academic growth of all students, enhance the individual's commitment to education, and increase high school graduation rates.

f. STRATEGY STATEMENT: Research the methods and advantages of increased instructional time, implementing those that are instructionally sound and financially feasible.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Analyze achievement data of schools that have increased instructional time based on extended day program	10/01/08	06/30/09	Research and Grants
2	Analyze the utilization of instructional time	10/01/08	06/30/11	Principals Curriculum Coordinators Special Education Supervisors Data Teams
3	Research the instructional time of highest performing school districts	01/01/09	06/30/09	Research and Grants
4	Research non-traditional scheduling to increase instructional time and provide release time for professional development	01/01/09	06/30/09	Research and Grants Learning Support Services
5	Evaluate the expense of lengthening the school day	01/01/09	06/30/09	Research and Grants Finance Dept
6	Develop one non-traditional scheduling option	08/01/09	06/30/10	Learning Support Services School Improvement Teams
7	Implement/pilot one non-traditional scheduling option at one site	08/01/10	06/30/11	Principals

2. All schools will utilize the district curriculum and instructional methodology that support teaching and learning to increase the academic growth of all students, enhance the individual's commitment to education, and increase high school graduation rates.

g. STRATEGY STATEMENT: Research methods and advantages of reducing class size; implement those that are instructionally sound and financially feasible.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Review Class Size Reduction (CSR) achievement data; review all academic areas and specialized instruction	10/01/08	06/30/09	Learning Support Services Research, Federal Programs and Grants
2	Research and identify specific disciplines and/or grade levels which resulted in the greatest positive impact	10/01/08	06/30/09	Learning Support Services Research, Federal Programs and Grants
3	Research and identify various strategies/models practiced for reducing the teacher-to-student ratio	10/01/08	06/30/09	Learning Support Services Research, Federal Programs and Grants
4	Assess the financial impact of selected models	04/01/09	06/30/09	Finance Department
5	Research funding sources	04/01/09	06/30/09	Finance Department Research, Federal Programs and Grants
6	Develop strategies/models for the identified smaller class size where most efficacious	07/01/09	07/01/10	Learning Support Services
7	Determine evaluation criteria for continuous monitoring of the success of the teacher-to-student ratio model	07/01/09	07/01/10	Learning Support Services
8	Implement selected models	07/01/10	06/30/11	School staff

Community Collaboration and Communication

3. The District shall increase communication & partnerships with stakeholder groups to improve schools' effectiveness.

a. STRATEGY STATEMENT: Research and develop regular means to communicate with stakeholders.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Research venues and options for communication with stakeholders	10/01/08	06/30/09	Superintendent Principals Community Development Department
2	Develop a systematic reporting structure to the community	07/01/09	11/30/09	Superintendent's Cabinet Community Development Department
3	Implement a systematic reporting structure to the community	12/01/09	06/30/10	Superintendent Principals Community Development Department
4	Evaluate the effectiveness of the systematic reporting structure, revise as necessary	07/01/10	06/30/11	Superintendent's Cabinet Community Development Department

3. The District shall increase communication & partnerships with stakeholder groups to improve schools' effectiveness.

b. **STRATEGY STATEMENT:** Create a dynamic inventory of available community resources.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the inventory of available community resources	10/01/08	06/30/09	Community Development Department Social Work Department Principals
2	Work with partners to expand the community resources to meet the instructional and developmental needs of students	07/01/09	06/30/11	Community Development Department Social Work Department Principals
3	Evaluate community resources relative to current and future needs of students	07/01/10	06/30/11	Community Development Department Social Work Department Principals

3. The District shall increase communication & partnerships with stakeholder groups to improve schools' effectiveness.

c. **STRATEGY STATEMENT:** Nurture relationships with identified liaisons in area governmental bodies, determine best practices in school district/community collaboration and implement a best practice methodology in Rockford.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the relationships the District currently has with area governmental bodies and agencies	10/01/08	06/30/09	Superintendent's Cabinet Community Development Department
2	Develop a protocol to ensure the most effective strategies to increase school district/community collaboration	07/01/09	11/30/09	Superintendent's Cabinet Community Development Department
3	Implement effective strategies to increase school district/community collaboration	12/01/09	06/30/10	Superintendent's Cabinet Community Development Department
4	Evaluate the effectiveness of the strategies to increase school district/community collaboration	07/01/10	06/30/11	Superintendent's Cabinet Community Development Department

3. The District shall increase communication & partnerships with stakeholder groups to improve schools' effectiveness.

d. STRATEGY STATEMENT: Develop and implement a plan to increase collaboration with the community that will assist in controlling costs.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the opportunities to increase collaboration with the community that will assist in controlling costs	10/01/08	06/30/09	Finance Department
2	Develop strategies to increase collaboration with the community that will assist in controlling costs	07/01/09	12/31/09	Finance Department
3	Implement strategies to increase collaboration with the community that will assist in controlling costs	01/01/10	06/30/10	Superintendent Chief Operations Officer
4	Evaluate the efficacy of strategies with the community that will assist in controlling costs	07/01/10	06/30/11	Finance Department

3. The District shall increase communication & partnerships with stakeholder groups to improve schools' effectiveness.

e. STRATEGY STATEMENT: Communicate periodic reports on the progress of the Strategic Plan to the community.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Develop the reporting system to communicate the progress of the Strategic Plan	01/01/09	06/30/09	Superintendent's Cabinet
2	Implement the reporting system to communicate the progress of the Strategic Plan	07/01/09	Annually	Superintendent's Cabinet
3	Evaluate the effectiveness of the communication plan and revise as necessary	07/01/09	06/30/11	Superintendent's Cabinet

Staffing

4. All schools and departments will develop & implement plans to recruit & retain a qualified, diverse staff.

a. **STRATEGY STATEMENT:** Research, develop and implement a performance based incentive program where appropriate.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Research Best Practices for performance based incentive programs	10/01/08	06/30/09	Human Resources
2	Develop Best Practices for performance based incentive programs that are consistent with the REA contract	01/01/09	06/30/09	Human Resources
3	Implement Best Practices for performance based incentive programs that are consistent with the REA contract	07/01/09	06/30/11	Human Resources Legal Department

4. All schools and departments will develop & implement plans to recruit & retain a qualified, diverse staff.

b. **STRATEGY STATEMENT:** Create an exemplary system to recruit, retain and increase qualified employees representing a broad spectrum of diversity.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Develop a recruitment plan targeting diverse candidates	10/01/08	03/31/09	Human Resources
2	Implement recruitment plan targeting diverse candidates	04/01/09	Ongoing	Human Resources
3	Evaluate the recruitment plan targeting diverse candidates, revise as needed	09/01/09	09/30/09	Human Resources
4	Develop an instrument to assess the reasons employees leave the District	10/01/08	03/31/09	Human Resources
5	Implement the instrument to assess the reasons employees leave the District	04/01/09	Annually	Human Resources
6	Evaluate results of the exit interviews and take corrective action	08/01/09	Annually	Human Resources

4. All schools and departments will develop & implement plans to recruit & retain a qualified, diverse staff.

c. **STRATEGY STATEMENT:** Create an effective wage and salary structure designed to attract and retain a qualified and diverse staff.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the competitiveness of District salaries	09/01/08	Annually	Human Resources Finance Department
2	Develop a competitive salary and benefits package	01/01/09	Annually	Human Resources Finance Department Legal Department
3	Implement the most competitive and feasible salary and benefits structures	07/01/09	Annually	Human Resources Finance Department Legal Department
4	Assess a competitive salary and benefits structure as necessary	01/01/10	Annually	Human Resources Finance Department
5	Update components of salary and benefits package as needed	01/01/10	Annually	Human Resources Finance Department

4. All schools and departments will develop & implement plans to recruit & retain a qualified, diverse staff.

d. **STRATEGY STATEMENT:** Collaborate with our partners to resolve issues identified as areas of management authority needing restoration.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Identify the areas where management authority has been impeded	10/01/08	Annually	Superintendent Cabinet Principals
2	Develop strategies to address the identified areas	01/01/09	Annually	Human Resources Legal Department
3	Implement strategies to address the identified areas	04/01/09	Annually	Human Resources Legal Department

Infrastructure

5. All schools will be clean, technologically enhanced, and physically designed to create a safe quality learning environment.

a. **STRATEGY STATEMENT:** Research and implement software and hardware systems to meet the needs of the District.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Research the technology needs of all departments	08/01/08	09/30/08	Technology Steering Committee (TSC)
2	Compare the technology needs of the District to available hardware and software packages	10/01/08	12/31/08	TSC
3	Implement the selected technology system	01/01/09	06/30/11	TSC

5. All schools will be clean, technologically enhanced, and physically designed to create a safe quality learning environment.

b. STRATEGY STATEMENT: Develop and implement a plan to prioritize building repairs and identify funding sources.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the needs of each facility	09/01/08	12/31/08	Facilities Department
2	Develop the plan to remediate deficiencies	01/01/09	06/30/09	Facilities Department
3	Identify the funding sources available	07/01/09	10/30/09	Finance Department
4	Implement the plan to remediate deficiencies with the funding available	11/01/09	06/30/11	Facilities Department

5. All schools will be clean, technologically enhanced, and physically designed to create a safe quality learning environment.

c. **STRATEGY STATEMENT:** Develop and implement a plan to promote building utilization by the community.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the current level of building utilization by the community and anticipate future needs	10/01/08	12/01/08	Facilities Department Principals
2	Develop a plan to promote building utilization by the community	01/01/09	06/30/09	Facilities Department
3	Implement the plan to promote building utilization by the community	07/01/09	06/30/11	Facilities Department Principals

5. All schools will be clean, technologically enhanced, and physically designed to create a safe quality learning environment.

d. STRATEGY STATEMENT: Develop and implement a plan to educate and employ environmentally friendly strategies.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess current practices and research available strategies	10/01/08	06/30/09	Facilities Department
2	Develop a plan to educate and employ environmentally friendly strategies	07/01/09	01/01/10	Facilities Department
3	Implement the plan to educate and employ environmentally friendly strategies	01/01/10	06/30/11	Facilities Department

5. All schools will be clean, technologically enhanced, and physically designed to create a safe quality learning environment.

e. STRATEGY STATEMENT: Develop and implement a facilities plan and funding source to adequately house students and meet the needs of the district.

#	Tactical Statement (Action Steps)	Start Date	End Date	Accountability
1	Assess the facilities needs to adequately house students and meet the current and future needs of the district	10/01/08	11/30/08	Facilities Department
2	Develop the plan to adequately house students and meet the needs of the district	12/01/08	06/30/09	Facilities Department
3	Secure funding sources to adequately house students and meet the needs of the district	04/01/09	06/30/09	Finance Department
4	Implement the plan to adequately house students and meet the needs of the district	07/01/10	06/30/11	Facilities Department